

Message Text

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ACTION AF-10

INFO OCT-01 ISO-00 IGA-02 SS-15 MMO-01 /029 W

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FM AMEMBASSY NOUAKCHOTT

TO SECSTATE WASHDC 7396

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STADIS////////////////////////////////////

C O R R E C T E D C O P Y (TEXT)

FOR AF/EX KRYZA, AF/W SMITH

E.O. 11652: N/A

TAGS: AMGT, AFSP, APER, MR

SUBJECT: SUMMARY AND IN-HOUSE COMMENTS ON CDO MANAGEMENT MEMO

1. I RECEIVED CDO MANAGEMENT OPERATIONS MEMORANDUM APRIL 22.
BURN COPY POUCHED TO YOU NEXT DAY AND SHOULD ARRIVE APPROX MAY 3.
CDO SENT COPIES TO VARIOUS AID/W OFFICES (THORNBURG,KEMPER, SHEAR
ET ALIA). 25 MEMO IS WORKING DOCUMENT FORWARDED TO WASHING TO
PROVIDE YOU AND OTHERS WITH INDICATION OF OUR PRESENT THINKING
PLUS SOME ADDITIONAL INSIGHTS INTO MANAGEMENT ISSUES/PROBLEMS
CONFRONTING US WHICH MUST BE RESOLVED/DECIDED IN VERYNEAR FUTURE.
EXCEPT ON LOCAL LEVEL, CDO MEMO IS NOT RPT NOT MISSION ACTION
DOCUMENT. FORMAL REQUESTS FOR SPECIFIC WASHINGTON DECISIONS OR
ACTIONS WILL FOLLOW VIA USUAL CHANNELS IN USUAL FORMAT. MY
COHBNTS ON SEVERAL TOPICS COVERED IN CDO MEMO PLUS ON ISSUES/PROBLEMS
RAISED THEREIN FOLLOW VIA REGULAR SERIES SEPTTEL.

2. CDO MEMO DISCUSSES (A) PROJECTED AID PROGRAM REQUIREMENTS,
(B) RESULTING ADMIN SUPPORT (AID AND STATE) REQUIREMENTS, AND
(C) VARIETY OF LOCAL AND EMBASSY MANAGEMENT AND ADMINISTRATIVE
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CONCERNS. RECENT AID TDY MANAGEMENT AND ADMINISTRATIVE
PERSONNEL PROVIDED IMPORTANT INPUT INTO THIS EXAMINATION. ITEMS
IN CATEGORY (C) ADDRESS INTERNAL NOUAKCHOTT ADMINISTRATIVE NEEDS AND
PROBLEMS WHICH WE HAVE BEEN WORKING TO RESOLVE, FOR EXAMPLE PROCUREMENT
T
SHORTCOMINGS, WE ARE ACUTELY AWARE THAT GSO PROCUREMENT AND INVENTORY
ACTIVITIES OF DEPARTING AID GSO IN AID GSO IN JULY 1976 AND "SYSTEMS"

HE LEFT BEHIND WERE DSASTERS. DAVE BENNETT HAS MADE YEOMAN EFFORT TO CLEAN OUT AUGEAN STABLE AND SET PROCUREMENT AND PROPERTY OPERATION UP ON SOUND AND SYSTEMATIC BASIS. HE HAS MADE NOTABLE PROGRESS. SIGNIFICANT AMOUNTS OF REQUIRED SUPPLIES HAVE ALREADY BEGUN TO FLOW IN, AND REMAINDER IS INPIPELINE. UNHAPPILY, ADMIN SECTION HAS BEEN MORE CONCERNED WITH DOING THAN WITH PUBLICIZING THEIR ACCOMPLISHMENTS, WITH RESULT THAT SOME MEMBERS CDO STAFF ARE STILL THINKING IN 1975.1976 TERMS.

3. CDO MEMO OUTLINES IN DETAIL HIS TENTATIVE PROJECTIONS OF FY 77 ND FY 78 PERSONNEL REQUIREMENTS AND RESULTING HOUSING VEHICLE, AND OTHER SUPPORT NEEDS. CDO INCLUDES REQUIREMENTS FOR PCONT RACTOR SUPPORT SINCE LACK OF GOVERNMENT OR PRIVATE SECTOR INFRASTRUCTURE IN MAURITANIA NECESSITATES EXTENSIVE ADMIN SUPPORT FOR CONTRACTORS. CDO PROJECTS FOLLOWING PROGRAM INCREASES BY END FY-77: 1 U.S. DH, 1 US PSC (FOR WHOM TRAVEL FROM US AND FULL SUPPORT PROVIDED), 7 FSL AND SEVERAL US LOCAL - HIRE PSCS. FOR FY-78: 1 ADDITIONAL US DH, 1 US PSC PROJECTED. ON CONTRACTOR SIDE, 13 CONTRACTORS (IN NOUAKCHOTT) ARE EXPECTED BEFORE END FY-77 AND AN ADDITIONAL 13 IN FY-78. AID IS PRESENTLY PREPARING MODE REQUEST TO INCREASE US DH POSITIONS AND INCREASE US PSC PERSONNEL. AS YOU KNOW, I HAVE MADE EVERY EFFORT TO ASSURE THAT AID STAFFING IN NOUAKCHOTT IS KEPT TO MINIMUM NECESSARY TO CARRY OUT PROGRAMS. EVEN WITH INCREASES BEING PROPOSED BY CDO, NOUAKCHOTT AID STAFF WILL STILL BE CONSIDERABLY LEANER THAN ANY OTHER SAHEL POST. THERE WILL BE NO "EXCESSIVE"PERSONNEL HERE

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OF AID OR ANY OTHER AGENCY.
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4. IN CONTEXT OF PROPOSED CROSS SERVICING, CDO PROJECTED FY-77 AID ADMINISTRATIVE NEEDS AS 2 US DH GSO'S, 6 FSL AND 7 PSC. FY 78 REQUIREMENTS INCLUDE 12 ADDITIONAL ADMIN PSC TYPES. AS INDICATED IN PARM PARTS II AND III AND REFTL, I LEAVE TO OTHERS THEOLOGICAL DISPUTATION OVER ORGANIZATATION OF ADMIN SUPPORT STRUCTURE AND OVER AGENCY ORIGIN OF SUPPORT PERSONNEL. MY TASK IS TO BUILD A SUPPORT ORGANIZATION HERE IN 60-90 DAYS; I AM PREPARED TO TAKE WHATEVER I CAN GET FROM WHATEVER SOURCE. I SHOULD BE PLEASED TO REQUEST DEPARTMENT FORMALLY TO INCREASE OUR FY 77 DAS CEILING BY TWO US AND 13 FSL POSITION IN ORDER TO ENABLE STATE TO ESTABLISH AND OPERATE ADMIN SUPPORT ORGANIZATION REQUIRED TO MEET EXPANDING AID AND OTHER MISSION PROGRAM REQUIREMENTS (I.E. STATE AND PC). CDO WOULD OFHPOURSE SUPPORT NUMBERS INVOLVED IN THIS REQUEST SINCE HE HAS CAREFULLY EVALUATED SUBJECT AND HAS OUTLINED AT LENGTH WHAT HE REQUIRES. HE WOULD PRESUMABLY BE PREPARED TO FUND COST OF THESE POSITIONS JUST AS HE WOULD SUPPORT NEW COSTS OF REHOUSE AND GSO FACILITY WHICH ARE NEEDED LARGELY FOR AID PROGRAM SUPPORT. BUT THEOLOGY MUST GIVE WAY

TO PRACTICALITY. BIRD IN HAND (VIA PSC ROUTE FOR EXAPMLE) IS CRITICAL; MULTITUDES OF BIRDS AND BUSHES AT SOME UNDERTERMINED LATER DATE DON'T SOLVE MY PROBLEM. MOREOVER IF STATE IS GOING TO INSIST ON RUNNING ADMIN SUPPORT SHOW, IT MUST PRODUCE.

5. WE MUST ALL RECOGNIZE THAT STATE'S PERFORMANCE ON ADMIN SIDE, AND IN PARTICULAR ON PROVIDING CORE SUPORT STRUCTURE HAS BEEN LESS THAN BRILLIANT. NUMBER OF CORE POSITIONS IN NOUAKCHOTT IS WOEFULLY SMALL--SUFFICIENT TO SUPPORT A 5 POSITION PRESENCE/OPERATION, BUT NOT ENOUGH FOR A 11 US (10 STATE PLUS 1 PC, BUT NOT INCLUDING 7 AID) POSITION OPERATION. (LARGE PART OF RESPONSIBILITY FOR THIS SHORTFALL IS MINE. NOT BEING PROFESSIONAL ADMINISTRATIVE TYPE, I DID NOT KNOW HOW TO GO ABOUT ORGANIZING SOLUTION TO PROBLEM, AND WAS OTHER WISE UNOCCUPIED (A) PUTTING OUT FIRES, AND (B) WITH SOMETHING CALLED POLISARIO WAR. I READILY AND CHEERFULLY ADMIN I NEED EXPERT MANAGEMENT/ADMINISTRATIVE HELP. HAT IS POSSIBILITY THAT STATE CAN AND WILL FOLLOW AID LIMITED OFFICIAL USE

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LEAD AND PROVIDE THE MUCH NEEDED MANAGEMENT ANALYSIS, COUNSEL AND IMPLEMENTATION MAN HOURS VIA TDY ASSIGNMENT SOONEST OF THE KNOWLEDGABLE AND EXPEREINCED ADMINISTRATIVE PERSONNEL I NEED TO GET THIS JOB DONE, IN PAST EIGHT WEEKS AID HAS TDYED FOLLOWING TO NOUAKCHOTT: DONNELLY, HESTER, AMOS, ADDISON, ROMAN, THREE MAN VEHICLE TEAM, COMMUNICATIONS CONSULTANT C&R RECORDS EXPERT.)1 ,1 8.8)-4)6, CONVERTED COMPOUND GARAGE AND OPEN AIR MAINTENANCE AREA ARE INSUFFICEINT FOCJBAREHOUSING AND GSO NEEDS. SITUATION IS SOMEWHAT DIFFERENT ON THAT SCORE: (HAVE SO FAR BEEN UNSUCCESSFUL.

6. AID/MAURITANIA HAS BEEN UNDERSTANDING OF STATE SHORTCOMINGS, AND HAS PITCHED IN TO HELP WHENEVER POSSIBLE. KEY LACK HAS BEEN AND CONTINUES TO BE US ADMIN STAFFING. IF DEPARTMENT AND AID/W DECIDE TO INCREASE NUMBER OF DAS US AND FSL POSITIONS IN IMMEDIATE FUTURE AND FILL US POSITIONS ASAP (PLUS ASSIGN TDYERS TO FILL THEM MEANTIME), WE NOT ONLY STAND READY, BUT WILL BE DELIGHTED TO FO LOWHWASHINGTN WISHES.

HANDYSIDE

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